

## **GLOSSARY**

**BENCHMARK:** A measured "best-in-class" achievement.

**BENCHMARKING:** (1) Measuring products, services, and practices against the toughest competitors or those known as leaders in the field. (2) The process of continuously comparing and measuring an organization against business leaders anywhere in the world to gain information which will help the organization take action to improve its performance. (3) A systematic and continuous measurement process.

**INTERNAL BENCHMARKING:** Involves comparing yourself to similar operations within DCMC. It is an approach that involves learning from other divisions, units, and operating entities. For example: CAO to CAO within a District; District to District within DCMC.

**EXTERNAL BENCHMARKING:** Involves comparing our processes to similar processes of other companies (outside of DCMC). For example: DCMC to DCAA, DCMC to Federal Aviation Administration, DCMC comparing our supplier management process with Maryland Bank of North America's supplier management process.

**GENERIC BENCHMARKING:** Involves comparison of work practices or processes that are unrelated. It is an approach that involves the broadest application of the benchmarking process because it is not confined to any one industry. For example, DCMC comparing our turnaround time for customer requests with a race track pit crew's turnaround time to get the race car back on the track.

**BEST PRACTICE:** Leadership, management or operational methods or approaches that lead to exceptional performance. Best practice is a relative term and usually indicates innovative or interesting business practices which have been identified as contributing to improved performance at leading companies.

**COMPETITIVE ANALYSIS METHODS:** Analyzing the gap between organizational performance measures and performance measures of competing organizations.

**CRITICAL SUCCESS FACTORS:** Those characteristics, conditions, or variables that have a direct influence on the satisfaction of customers and therefore, on the success of an organization.

**CUSTOMER COMPLAINT ANALYSIS:** Determine if customers have complained about deficiencies in the past.

**DETAILED FLOWCHART:** A flowchart, using standard symbols, that: (1) defines the boundaries and scope of the process, (2) lists all the tasks in the process, including queues,

inspection points and rework flows, (3) identifies inputs/suppliers for each task, and (4) identifies sub process flows, if applicable.

**ENABLERS:** Those processes, practices, or methods that made possible the "best practice" performance. While performance benchmarks indicate the magnitude of excellence achieved in execution, enablers identify the reasons behind the successful process implementation: the system, method, document, training, or technique that facilitates the success of the process.

**ENTITLEMENT:** The best that can be achieved using current resources to eliminate waste and improve cycle time.

**GLIDESLOPE:** Time-phased impact on manpower and resources over the period of implementation.

**MISTAKE/REWORK ANALYSIS:** Determine which activities have a high potential for mistakes, rework, bottlenecks, bad decisions, etc.

**PERFORMANCE GAP:** The measure of the difference between the internal organization's performance and that of the best in the command, or industry, over time. Projection of future performance is important because as the benchmark performance changes, the organization's performance gap may increase, decrease or remain constant.

**PROCESS:** A series of interrelated transactions which convert inputs into results (outputs). Processes consume resources and require standards and documentation for repeatable performance. Processes respond to control systems which direct the quality, rate, and cost of performance.

**EXTERNAL PROCESS:** Process outside DCMC (have no control). For example: DCAA Policy Development, Inspector General Reviews, Rockwell's wave soldering process.

**INTERNAL PROCESS:** Process within DCMC in which the Command is considered the process owner and have control over. For example: Progress Payments, PreAward Surveys, Unit Self-Assessment, Product Quality Deficiency Reports.

**PARTNERING PROCESS:** Process in which two parties (e.g. DPRO Hughes and Hughes Corporation) share control. For example: DD250s, Contract Close-out.

**PROCESS BOUNDARIES:** Everything from the point where the first supplier provides input, to the point where the customer is supplied with the output. This details where the process begins (what triggers the process), what organizations are involved, identifies special requirements (materials, people and skills, technology, legal constraints, etc.), and where the process ends. The purpose of establishing boundaries is to define a process scope that

identifies what is INCLUDED IN and EXCLUDED FROM the process under study to ensure that the size and scope of the improvement effort is manageable.

**PROCESS MODEL:** The Who, What, When, Where, Why, and How of the process. The format is determined by the process owner/team. The information must define, verify and validate the following:

- Process objective
- Contract requirements
- Internal/external suppliers and customers
- Process flow
- Process boundaries and controls
- Data collection and measurement points, metrics
- Process Performance Goal

**RESULTS ANALYSIS:** Determine whether more input or information is needed in any of the activities, whether staffing is adequate and the right people are in the right places; if there are enough decision points; are decisions delegated to competent front-line employees; and are priorities clear when decisions are made.

**RETURN ON INVESTMENT:** The expected benefit(s) that can be attributed to implementing the benchmarked process. The savings may take any or all of the following forms: increased process quality, increased customer satisfaction, reduction in process cost and/or cycle time.

**TECHNOLOGY ANALYSIS:** Determine whether the availability of technology helps or hinders the activities; are there activities where adding technology could be beneficial.

**VALUE ADDED ANALYSIS:** Determine whether an operation/activity contributes to achieving a product or service; can be combined/eliminated without reducing the quantity, responsiveness, or quality of output required by a customer or organization; or is missing.

**WORK BREAKDOWN STRUCTURE (WBS):** An organized method to break down a project into logical subdivisions or subprojects at lower and lower levels of detail.